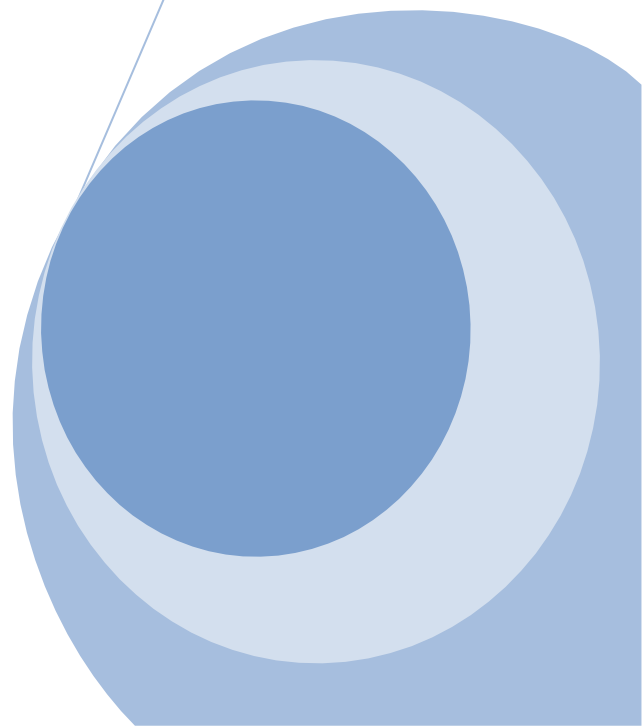
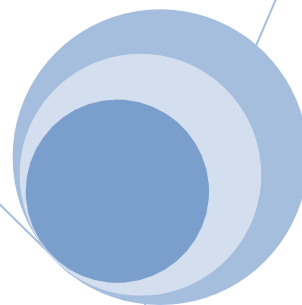
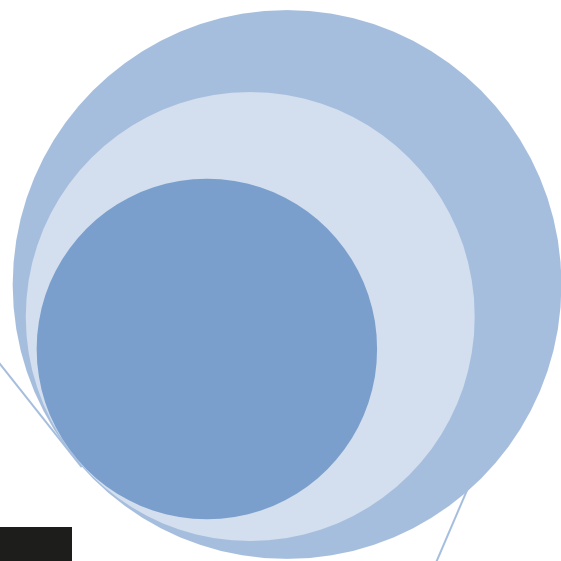




## 2015 – 2017 STRATEGIC PLAN





## STRATEGIC PLAN TABLE OF CONTENTS

An Invitation from the Commissioners.....	2
A Message from the Executive Director .....	3
Introduction to the Strategic Plan: The Arts in Virginia – Supporting a Creative Culture.....	4
Vision and Values.....	5
Mission.....	5
Mandates with Goals, Strategic Intentions and Actions.....	5
<b>VCA Commitment</b>	
Commission Leadership.....	11
Commissioners Role.....	12
Commissioner Emeritus Partners.....	12
Proposed Planning and Operational Timeline.....	13
<b>Appendices</b>	
A. VCA Policy of Stewardship, Public Trust and Compliance.....	16
B. Strategic Planning Process.....	17
C. Statewide Survey Instrument.....	18
D. Survey Results.....	24
Record of Changes.....	29

## **An Invitation from the Commissioners**

The Commonwealth of Virginia's rich history inextricably links art and culture with our aspirations, accomplishments, resilience and our very character. From the more than 200-year-old legacy of Colonial Williamsburg's craftsmen and women to Southwest Virginia's birth of country music in the early part of the last century, Virginia's extraordinary artistic and cultural heritage includes serving as home to: one of the nation's longest-running professional theatres, world-class museums, the only national park for the arts, exceptional artists, artisan trails and hundreds of other nonprofit arts organizations, large and small, that regularly bring the arts and cultural experiences to our citizens and visitors alike. We are very fortunate to have – and justifiably proud of – this wealth of opportunities.

But, along with honoring our past and celebrating our present, we also must look forward to the future that we want for Virginia and its citizens. If, as we say, we truly want a creativity-driven, globally competitive workforce and a rich, diverse environment that attracts individuals and businesses to the Commonwealth, then we must support an important part of the infrastructure that makes that possible – our artistic and cultural resources.

There is growing recognition of the positive impact of the arts on children's education and lifelong learning, on tourism and a robust economy, and on our special populations that include, among others, veterans, the aging, those with physical and mental challenges, and those who are incarcerated. It is our mission to find the will and ways to support and celebrate the Commonwealth's wide range of arts offerings, enabling all of our citizens to experience these life-enhancing opportunities.

### **VCA COMMISSIONERS**

Faye Bailey  
Robert (Bob) Behr  
Dorothy Blackwell  
Lorita Copeland Daniels  
Jay Dick  
Charles Ellis  
Ron Fabin  
Jo Hodgkin  
Wanda Judd  
Sharron Kitchen Miller  
John Rainero  
Shelley Kruger Weisberg  
Grace Han Wolf

## **Message from the Executive Director Margaret Vanderhye**

In February, 2014, Governor Terry McAuliffe appointed me as Executive Director of the Virginia Commission for the Arts. Building on the legacy of years of dynamic and energetic leadership at the staff and the Board levels, I am honored to become a steward of the Commission's Strategic Plan, now updated with a 2015-2017 timeframe.

The original 2013 – 2015 Strategic Plan gave the VCA staff and board the guiding principles and tasks to ensure that the arts flourish in Virginia over the next decade. The Commission used the strategic planning process as an opportunity to reflect upon our past, evaluate the present, and envision the future. This Plan is intended as a living document to assist VCA in addressing the issues, needs and concerns of the arts in the Commonwealth.

As we move forward we will continue to seek more opportunities for collaboration with arts organizations and with public and private sector partners to ensure that Virginia enjoys a rich and diverse culture in all parts of the state. We expect to extend our outreach so that our arts organizations can take advantage of every opportunity to develop and sustain their respective programs. We intend to monitor closely our own procedures and application processes to make sure our grantees can develop best management practices. By doing so, we can raise the profile of the arts in areas of education, tourism, economic workforce development, and advocacy to achieve a vibrant and enduring cultural presence.

I am honored to serve in a position for which I feel such passionate attachments. My devotion to the arts has been life long. My career in public service extends from my graduate school days to the present. With the chance to share the important story of how the arts define and uplift societies, and the abundance of creative opportunities – and people – right here in Virginia, I know the time is right to embrace this Commission work plan and the “road map” reflected in this continuing 2015-2017 vision.

Sincerely,

Margaret Vanderhye

## **Authorizing Legislative Mandate of the Commission for the Arts.**

The Commission for the Arts shall perform among others the following duties: Stimulate and encourage throughout the State public interest and participation in the arts and to make recommendations concerning appropriate methods to encourage participation in and appreciation of the arts to meet the legitimate needs and aspirations of persons in all parts of the State. VCA Enabling Legislation 1968 (Chapter 9.1.9-84.03).

## **Introduction to the Strategic Plan:**

### **The Arts in Virginia – Supporting a Creative Culture**

*Creative: Involving the imagination or original ideas.*

*Culture: The arts, customs, institutions and achievements of a particular people.*

Virginia Commission for the Arts (VCA) has an impressive history of leadership in nurturing and supporting the Commonwealth's arts resources and making the arts available to our citizens. The Commission has played an integral role in the development of the state's arts resources and in keeping the arts accessible, visible and valued. VCA has been clear and consistent regarding its values and aligning actions with those values. While our values have not changed over time, the needs, challenges and complexity of the Commonwealth's arts resources, population and conditions have changed considerably.

Since its authorization in 1968, VCA has primarily concentrated efforts on supporting and expanding the Commonwealth's cultural resources and providing for and increasing opportunities for participation and connection to the arts. While these efforts continue, our focus needs to broaden to consider a fuller and more complex integration of the arts into the whole fabric of a creative culture for Virginia.

By a creative culture we mean one that:

- Honors a rich cultural heritage while valuing and supporting the arts, artistic individuals and institutions;
- Provides deeper and greater personal access and engagement in the arts;
- Offers arts learning and education opportunities that aids strong conceptual and problem-solving skills suited to the evolving global economy;
- Seeks vibrant communities invigorated and enlivened by artists, arts entrepreneurs and activities;
- and,
- Supports a robust and growing economy that emerges from a diverse and creative workforce.

This strategic plan represents an opportunity to reaffirm and celebrate our values, role, commitments and relationships in today's complex cultural landscape and connect these values with actions as VCA works toward developing and sustaining a creative culture in Virginia.

## VCA Vision and Values

Virginia Commission for the Arts envisions a creative culture in which arts opportunities, participation, access and learning are all fundamental and integral to the lives of all Virginians.

The arts provide unique opportunities for individual creativity and expression. The arts inspire ideas, imagination and vision, and help us see our world in new and different ways. The arts heighten and enhance learning and personal growth; they stir and awaken memories, emotions and aspirations. The arts provide insight, empathy and understanding of diverse people, customs and expressions that bridge differences and make a coherent whole out of many disparate parts. The arts communicate in real time and across generations. The arts intensify the experience of life and the conditions that encourage and stimulate discovery, invention and innovation. We believe that the arts provide the building blocks for a healthy and vital 21st century creative culture in Virginia.

## VCA Mission

***Virginia Commission for the Arts celebrates and champions artistic excellence and encourages growth in artistic creativity, quality and innovation. VCA invests in the arts in the Commonwealth by supporting and encouraging full participation in a creative culture that will benefit all Virginians.***

## VCA Mandates with Goals, Strategic Intentions and Actions

VCA's mission is driven by five mandates that address (1) availability and accessibility to the arts, (2) a commitment to lifelong arts learning and education, (3) a healthy and productive arts infrastructure, (4) the arts as a vital component of the Commonwealth's economy, and (5) an environment that is open and conducive to artistic expression. These mandates and goals are addressed by interconnecting themes that emphasize a strong commitment of support, relationship building and active service to the arts community and citizens of the Commonwealth.

### **These themes include:**

- Enhancing VCA's capacities through improved communications, grants making processes and response systems.
- Increasing resources for the arts through more and better relationships, partnerships and alliances with the public and private sectors.
- Identifying and facilitating synergies within the existing Commonwealth's arts resources for greater impact, sustainability and adaptability.
- Stimulating and advancing a broader and richer dialogue about the role and value of the arts and creativity in the everyday lives of Virginians.

In serving our vision of and mission toward a creative culture, VCA will pursue the following:

## **Mandate 1:**

VCA strives to make quality arts experiences available and accessible to all Virginians, regardless of age, ability, gender, geographic location, race, or socio-economic status.

Advocate for and endeavor to ensure that every person in Virginia has the opportunity to experience the arts through live performances and visual arts experiences, and provide these opportunities through a wide range of distribution methods and programs.

- Funding programs and guidelines are designed to include a wide variety of arts presentations, including but not limited to music, theatre, dance, visual art collections and exhibitions.
- Funding decisions will include consideration of geography, age, gender, race and socio- economic status.
- Program guidelines and all communications will more strongly emphasize VCA's expectations of all grantee and program participants related to achievement of reach, access and impact in their programs and activities.
- Sustain and seek to increase the fee support of the Performing Arts Touring Assistance Program for community presenters of approved touring artists listed in the annual Tour Directory. Program guidelines and VCA communications will strongly emphasize the need for presenters to expand and increase access for these programs.
- Intensify efforts to increase awareness of touring assistance on the website through a variety of communication mechanisms and through distribution and promotion of the Touring Directory. VCA will collect and publicize examples of outstanding and innovative performance and residency activities supported by the touring program.

Ensure that resources are distributed regionally throughout the Commonwealth.

- Evaluate applicants and determine grant support on a regional basis to ensure assistance to arts organizations in urban and rural, high and low population areas.
- Ensure that grant recipients have clearly defined mandates, means and measurable evidence that support accessibility efforts and accomplishments.
- Provide ADA compliance information through technical assistance programs and training.
- Continue to require ADA compliance certification as part of every grant application.
- Require applicants to provide evidence of their efforts and accomplishment in support of accessibility.

## **Mandate 2:**

VCA values and promotes the arts as a key element in lifelong learning and recognizes the essential role of arts learning and education in the intellectual and creative growth of Virginians of all ages.

Serve as an active advocate for arts education systems and experiences that will ignite imaginations and creativity and underscore the development of 21st century skills for all of Virginia's children.

- VCA's Artists in Education Program will continue to provide school students (preK-12) in Virginia with opportunities for live and direct experiences with professional artists in a school setting and in after-school and summer activities.
- Compile and distribute empirical and anecdotal research illustrating the value and ways in which arts participation enhances and amplifies learning, creativity and development skills in children.

Strive to assure that life-long arts learning and participation opportunities will be available and accessible to all citizens.

- Strongly encourage grantees to extend arts learning and education programs as a means of intensifying life-long arts opportunities and increasing arts participation overall.
- Compile and distribute empirical and anecdotal research that demonstrates the impact and value of arts learning and participation for all ages, including the benefits to mental, emotional and physical health in the aging and in special populations (e.g., those in health care institutions and the incarcerated).
- Develop partnerships to involve the arts and arts organizations for wellness and healing at clinical and social or community levels, particularly among the active duty military and veteran populations in Virginia.



### **Mandate 3:**

VCA relies on a healthy, vital and productive arts infrastructure and supports Virginia's individual artists, arts entrepreneurs, businesses and institutions.

Provide leadership in supporting the arts infrastructure of artists, arts professionals and organizations in their development and sharing of work and in supporting their own creativity and their ability to support themselves through their work.

- Streamline funding guidelines to encourage and support more effective use of funds and opportunity leveraging by recipient organizations.
- Develop and implement planning and skills development instruments and make them available through workshops and web-based communication programs.
- Recognize and invest in individual artists through the Artist Fellowship Program.
- Communicate to artists additional professional development opportunities and resources.

Foster an environment in which artists are viewed and supported as respected professionals contributing significantly to the quality of life for Virginians.

- In guidelines and general communications, VCA will emphasize the importance and priority that VCA places on paying artists appropriate fees and salaries.
- Promote and seek to leverage increased support from all sources for Virginia's arts organizations and institutions toward greater stability, productivity, service and impact.
- Collaborate with artists, arts organizations and others to expand opportunities for individual artists and arts organizations throughout the Commonwealth.
- Explore the feasibility of incubator programs for new and emerging arts organizations.

## **Mandate 4:**

VCA invests in and advocates for the arts and artists as a vital component of the Commonwealth's economic health by supporting jobs, commerce and tourism.

Promote recognition of the arts as an industry and respect for artists as entrepreneurs and business people working within the Commonwealth's economy.

- Invest in comprehensive data illustrating the economic profile and impact of the arts and the creative economy in Virginia, and make accurate, measurable data and verifiable anecdotal information available in support of the arts in the Commonwealth.
- Support and advocate for healthy and stable arts organizations by helping them grow and contribute to the economic health of the Commonwealth.

Promote inclusion of the arts as a centerpiece of Virginia's evolving and growing cultural and economic community planning and revitalization efforts.

- Promote the concept and value of the creative economy by building relationships between creative industries, businesses and the arts.
- Establish productive working relationships with Virginia Tourism Corporation, Virginia Economic Development Partnership and other state governmental bodies to help expand and enhance tourism, job creation and commerce.
- Identify and explore collaboration in community projects in which the arts act as a centerpiece of planning for community revitalization or economic development.

## **Mandate 5:**

VCA identifies and seeks out relationships and partnerships that help create an environment in Virginia that is supportive of the arts and conducive to the free and open expression and exchange of artistic ideas, values and products.

Encourage and facilitate greater constituent interaction, advocacy and arts activism throughout the Commonwealth.

- Identify and forge strategic partnerships with state and local governments, chambers of commerce, colleges and universities that will enhance and advance the shared interests of the partners.
- Encourage arts organizations to cultivate strategic relationships with corporations, businesses, social entrepreneurs, foundations and state and community support groups.
- Partner with Virginia's educational institutions, local tourism, heritage and historical groups to align interests in cultural, natural and historical interests of the Commonwealth.

Place a strong focus on increasing service, information and awareness of the arts.

- Promote forums and dialogues across the Commonwealth about the vital role and value of the arts, and explore the use of new technologies to sustain, expand and extend the range and reach of the arts.

## **VCA's COMMITMENT**

This plan calls for greater focus on active service, interactive communications and impact through an expanded range of relationships and partnerships within the Commonwealth. This requires enhancing and invigorating VCA's leadership, contact and communications capabilities on every level and utilizing its network of former Commissioners.

### **Commission Leadership:**

Given VCA's heightened focus on active service and strategic relationships, the Commission's leadership requires reconfigured roles and responsibilities that can be more effectively fulfilled on an ongoing basis. VCA's leadership structure is defined and delineated as follows:

The Chair functions as the key Commission leader, presiding over Commission meetings and representing VCA externally with the Executive Director. The Chair serves as a principal spokesperson and advocate in undertaking strategic initiatives outlined in the plan. The Chair should be an individual who is active in a public role, and who can identify and seek out strategic opportunities and relationships on behalf of VCA and the arts.

The Vice Chair works closely with the Executive Director and Chair and serves as a key leader. Integral to this role is helping to ensure that the Commissioners are individually and collectively clear about expectations and objectives, especially related to VCA's focus on active service, enhanced interactive communications and relationship building. The Vice Chair will preside over Commission meetings in the Chair's absence.

The Secretary serves as an internal information and communication leader, working with the Executive Director and other staff to ensure that each Commissioner receives appropriate and timely information about VCA's plans and activities. The Secretary approves draft minutes and ensures clear and consistent communication with the Commissioners.

The above leadership team and the Executive Director constitutes the Executive Committee. The Executive Committee maintains primary responsibility for planning and policy continuity between Commission meetings.

#### Commissioner's Role:

Commissioners play a vital role in leadership, communication and advocacy for the arts in Virginia. VCA is guided by the 13 Commissioners appointed to five-year terms by the Governor and confirmed by the General Assembly. To ensure statewide representation, at least one Commissioner and no more than two is appointed from each Congressional district. There are dual functions in this representative role:

- Communicates to VCA the needs, issues and interests of arts organizations in their respective districts. This input is part of the Commission's planning, policy deliberations and program development. Commissioners also communicate their observations on the deliberations and recommendations of VCA grant review panels.
- Represents the aspirations and resources of VCA to the people and arts resources within their districts. Commissioners maintain a visible presence, facilitate communications, participate in official VCA forums and events, and identify and seek out key relationships and potential partnerships.

#### Commissioner Emeritus Partners:

In the history of VCA there have been approximately 114 Governor-appointed Commissioners from across the Commonwealth who have served the arts and VCA. They represent a significant network of arts advocates, most of whom remain active in their communities. With this in mind, Commissioner Emeritus Partners will be recognized, engaged and energized in various ways to help support VCA programs, services and initiatives in their regions. They will be asked to maintain an informed connection to VCA programs, initiatives and activities, and help VCA identify strategic opportunities and relationships.

## **Proposed Planning and Operational Timeline**

### **Spring 2015**

- Request/receive feedback on grant review and panel procedures.
- Approve Commission's revised By-Laws and Policy Manual
- Expand use of Commission's online communication through Constant Contact –social media

### **Summer 2015**

- Streamline internal grant review process and timeline for applicants and internally for staff.
- Research online grant applications and management systems, costs, funding strategies.
- Establish outreach and partnerships with veterans and military groups for arts therapy programs
- Explore expanded opportunities for all grantees with federal, regional, granting partners
- Plan short and longer term events for Commissioners with business, elected and cultural leaders
- Expand outreach for 2016 Poetry Out Loud programs to under-represented areas of the state
- Develop revisions to Guidelines for 2016-2017 and strategic plan updates for 2015-2017
- AIE: Update Teaching Artist Roster Handbook, application, and web content
- AIE: Develop asset map to survey grantees about their partnerships with organizations and with teaching artists who work with elders and veterans populations

### **Fall 2015**

- Vote on proposed Guideline revisions and release as draft for public comment.
- Vote on strategic plan timeline updates for 2015-2017
- Announce Art Works 2016 Conference and launch online conference registration; publicize throughout the fall through VCA's and other communications outlets.
- Attend demonstrations of online grant management systems; choose system for VCA contingent on funding of system and operations costs.
- Convene stakeholders meeting for art therapy specialists, military and veterans groups, VCA.
- Finalize revisions to grant applications and process.
- AIE: reinstitute a revised Teaching Artist Roster panel review process
- AIE: Conduct Asset Mapping Survey of grantees working with organizations and artists who work with elders and veterans

### **Winter 2015-2016**

- Vote on final 2016-2017 Guideline revisions
- December-January: conduct workshops around the state for grant applicants.

- ArtWorks 2016 conference: best management practices sessions and workshops; extend invitation to emeritus commissioners and partner attendees with current board members.
- POL regional competitions; increase publicity and outreach to schools and communities
- Convene joint arts and veterans caucuses to promote arts therapy ideas and programs.
- Publicize and promote Virginia Shakespeare Initiative programs sponsored by VCA grantees.
- AIE: Update Teaching Artist Roster Online with panel recommended teaching artists
- AIE: Establish a data base of organizations and artists who work with elders and veterans populations

### **Spring 2016**

- Expand arts therapy partnerships with NEA, the veterans and military support groups such as the Navy Seals Foundation and the NiCoE centers in Virginia.
- Work with Governor / Executive Mansion to host an event or program to showcase the Virginia Shakespeare Initiative.
- Use new application information and updated review panel procedures to review grants
- Continue to engage Commissioners with elected, cultural and business leaders in localities.

### **Summer 2016**

- Move to new offices (or fall); invite past and present Commissioners to “Open House” to re-engage emeritus partners with current board
- Contact preferred online grant management system for fall installation. (If funded).
- Visit federal and regional funders; connect grant opportunities with VCA applicants
- Develop public and private funding strategies for arts therapy centers and VCA grantees.
- Committees review and consider any policy or Guideline revisions for 2017-2018
- AIE: Launch “Mini-Grants” as “AIE Express” for smaller, shorter turnaround projects in schools and community organizations (contingent on funding).

### **Fall 2016**

- Develop inventory of potential arts therapy partners for clinical and community centers
- Install online grants management system; train staff as system users. (If funded).
- Vote in concept on Guideline revisions especially as they relate to online system changes.
- Promote a 2017 Art Works conference based on the 21<sup>st</sup> century Creative Workforce theme.
- Initiate arts organization programs with community based arts wellness for military groups.
- Ongoing assistance to Virginia grantees to secure more outside grant funding opportunities.

### **Winter 2016-2017**

- Conduct statewide workshops and tutorials on new online grant application procedures.
- Host joint veterans and arts caucus meeting to report on arts therapy collaborations.
- Host Art works conference with Governor’s tourism, workforce, and film industry leaders.
- Host concurrent event for Commissioners, emeritus members and business leaders.

**Spring 2017**

- Conduct grant reviews and panel meetings with new online system and critique for changes.
- Initiate arts organization training with clinical arts therapy and military group programs.
- Work with Executive staff to hold an arts awareness and appreciation event with the Governor – Executive Mansion.

**Summer 2017**

- Revise and improve online grant application and management system based on experience.
- Committees review procedures and Guidelines for potential revision with online system.
- Commission reviews statewide improvement in grants funded to Virginia arts applicants.



## **Appendices**

### **Appendix A**

#### **VCA Policy of Stewardship, Public Trust and Compliance**

VCA will be a responsible and proactive steward of the public trust and the Commonwealth’s expressed mandate to “protect, conserve and wisely develop our natural, historical and cultural resources.” VCA is committed to sustaining standards of decision-making and fiscal processes that are reasonable, transparent, and accountable and that uphold the highest ethical standards in the conduct of the Commonwealth’s business. Furthermore, VCA commits to:

- Open and active communications with our arts constituency to increase awareness, knowledge and access to VCA’s programs and services;
- Conducting business in an open, transparent manner that encourages public access to personnel, policies and procedures, and decision-making;
- Strictly observe, in practice and programs, full compliance with all applicable Federal and Virginia laws; and,
- Encourage accountability and transparency in financial and other documents produced by its grantees and will require their compliance with applicable Federal and Virginia laws, including but not limited to, the Americans with Disabilities Act of 1991.

## **Appendix B**

### **VCA Strategic Planning Process**

On July 1, 2012 the Virginia Commission for the Arts (VCA) under the leadership of Deborah Wyld, Chair, and Foster Billingsley, Executive Director, initiated a year-long strategic planning process. The Commission engaged Nello McDaniel with ARTS Action Research to help facilitate and guide the Commission through this process.

In September and October 2012 the VCA Commissioners and staff created a profile based upon the Commission's core values, vision, mission and guiding principles. The Commission worked through this important profile process with Nello McDaniel and Jonathan Katz, Chief Executive Officer of the National Assembly of State Arts Agencies.

In late October the Commission staff issued a statewide planning survey through Survey Monkey to all the VCA grantees, general public, Virginia Legislators, Governor's Office and Secretariats. The Commission received approximately 600 responses with 38 pages of written comments.

In December 2012 and January 2013 the Commissioners and staff took the VCA's mandates and developed goals for each mandate. In developing the goals they stated what they want to accomplish through the mandates. The Commissioners and staff met in January 2013 with representatives of the major arts organizations to elicit their input, concerns and suggestions.

In March 2013 the Commission's Chair and staff outlined strategies and actions for implementing the goals that were articulated in December 2012 and January 2013. The Commission's current grant programs, services and suggested new programs and services were used to develop the action plan to implement the goals. This was reviewed by the Commissioners at its March 27, 2013 Commission meeting.

All changes and revisions of the plan were submitted to Nello McDaniel with additional information provided by the VCA staff and Chair. He consolidated and edited these components into a draft of the Commission's 2013-2015 Strategic Plan.

The Executive Committee, Executive Director and Nello McDaniel held two telephone conference calls on May 14 & 15, 2013 to review the changes and additions to the plan since the March 27, 2013 Commission meeting. The Commissioners reviewed the draft of the strategic plan on May 20, 2013 and made final updates and changes.

The 2013-2015 Strategic Plan was approved by the Commissioners at its June 12-13, 2013 Board meeting.

## Appendix C

### Statewide Survey Instrument

To inform VCA's planning process, the Commission staff developed and sent a statewide planning survey to all VCA grantees, general public, Virginia Legislators, and the Governor's Office and Secretariats. The survey was issued in October 2012. Following is a copy of the survey instrument:

---

#### Survey

A. Help us to understand your role and interest in the arts in Virginia.

1. Please check the category that best describes your role or interest in the arts (Select all that apply):

- ☐ Arts Advocate (audience member, board member, collector, volunteer)
- ☐ Arts Education (K-12, home school, College and University)
- ☐ Artist (independent or working within an arts entity)
- ☐ Arts Worker (administrator, employee, technician, consultant)
- ☐ Local Arts Council (municipal, county, regional designation)
- ☐ Local Government (municipal, county)
- ☐ Legislator (all branches)

2. Please check the category(s) that best describes the discipline, practice or interests with which you are associated:

- ☐ Dance (includes ballet, ethnic, folk, jazz, modern)
- ☐ Design Arts (includes architecture, graphic, industrial, interior, landscape)
- ☐ Festival (includes art, film, performing arts, multi-discipline)
- ☐ Literary Arts (includes fiction & non-fiction, library, poetry, playwriting)
- ☐ Media Arts (includes audio, film, video)
- ☐ Music (includes chamber, choral, ethnic, folk, jazz, musical theatre, opera, orchestral)
- ☐ Museum (includes art, children's, crafts, art gallery, history)
- ☐ Theatre (includes general, mime, puppet, theatre for young audiences)
- ☐ Visual Arts (includes craft, graphic, painting, photography, sculpture)
- ☐ Other

Comments

3. In what ZIP code is your home located? (enter 5-digit ZIP code)

B. The following are the Virginia Commission for the Arts (VCA) mandates and commitments to the arts and citizens of the Commonwealth. From your perspective, please indicate the relative importance of each.

4. The VCA supports and celebrates artistic excellence and encourages growth in artistic creativity, quality and innovation.

 not important       somewhat important       important       very important

Comments

5. The VCA strives to make quality arts experiences available and accessible to all Virginians, regardless of age, ability, gender, geographic location, income, race, or social barrier.

 not important       somewhat important       important       very important

Comments

6. The VCA values and promotes the arts as a key element in lifelong learning and recognizes the essential role of arts learning and education in the intellectual and creative growth of Virginians of all ages.

 not important       somewhat important       important       very important

Comments

7. The VCA builds and strengthens the cultural infrastructure through supporting Virginia's individual artists, arts entrepreneurs, businesses and institutions.

 not important       somewhat important       important       very important

Comments

8. The VCA promotes and advocates for the arts and artists as a vital component of the Commonwealth's economic health by supporting jobs, commerce and tourism.

 not important       somewhat important       important       very important


Comments

9. The VCA serves as a responsible steward of the public trust and the Commonwealth's expressed mandate to "protect, conserve and wisely develop our natural, historical and cultural resources".

 not important       somewhat important       important       very important


Comments


10. The VCA identifies and builds relationships and partnerships that help create an environment in Virginia that is supportive of the arts and conducive to the free and open expression and exchange of artistic ideas, values and products.


 not important       somewhat important       important       very important


Comments


11. Please rank the VCA mandates and commitments in order of priority from 1 (highest) to 7 (lowest). NOTE: When you select a ranking, the survey will automatically reorder the mandates. Review your final rankings to confirm your priority choices.


 6 The VCA supports and celebrates artistic excellence and encourages growth in artistic creativity, quality and innovation.


 6 The VCA strives to make quality arts experiences available and accessible to all Virginians, regardless of age, ability, gender, geographic location, income, race, or social barrier.

 6 The VCA values and promotes the arts as a key element in lifelong learning and recognizes the essential role of arts learning and education in the intellectual and creative growth of Virginians of all ages.

 6 The VCA builds and strengthens the cultural infrastructure through supporting Virginia's individual artists, arts entrepreneurs, businesses and institutions.

 6 The VCA promotes and advocates for the arts and artists as a vital component of the Commonwealth's economic health by supporting jobs, commerce and tourism.

 6 The VCA serves as a responsible steward of the public trust and the Commonwealth's expressed mandate to "protect, conserve and wisely develop our natural, historical and cultural resources".

 6 The VCA identifies and builds relationships and partnerships that help create an environment in Virginia that is supportive of the arts and conducive to the free and open expression and exchange of artistic ideas, values and products.

12. Are there priorities not currently reflected in the VCA's mandates and commitments? Please indicate which, if any, of the following issues you feel should be priorities for the VCA and the arts in Virginia.

☐ Artists/audiences with disabilities

☐ International exchange/touring

☐ Cultural tourism

☐ Media presence for arts and culture

☐ Developing arts leadership

☐ National exchange/touring

☐ Facilities upgrade or development

☐ Professional level arts training

☐ Indigenous art

☐ Supporting emerging arts practitioners

Other (please specify)

13. What can the VCA do to help you as an artist, arts advocate, arts educator, arts entrepreneur and/or arts provider?

5

6

14. What can the greater arts community do to better support the VCA and the arts in the state of Virginia?

5

6

15. Did you participate in or attend a 2010 MINDS WIDE OPEN: Women in the Arts event

	Yes	No
Participate	<input type="radio"/>	<input type="radio"/>
Attend	<input type="radio"/>	<input type="radio"/>

16. Did you participate in or attend a 2012 MINDS WIDE OPEN: Children and the Arts event?

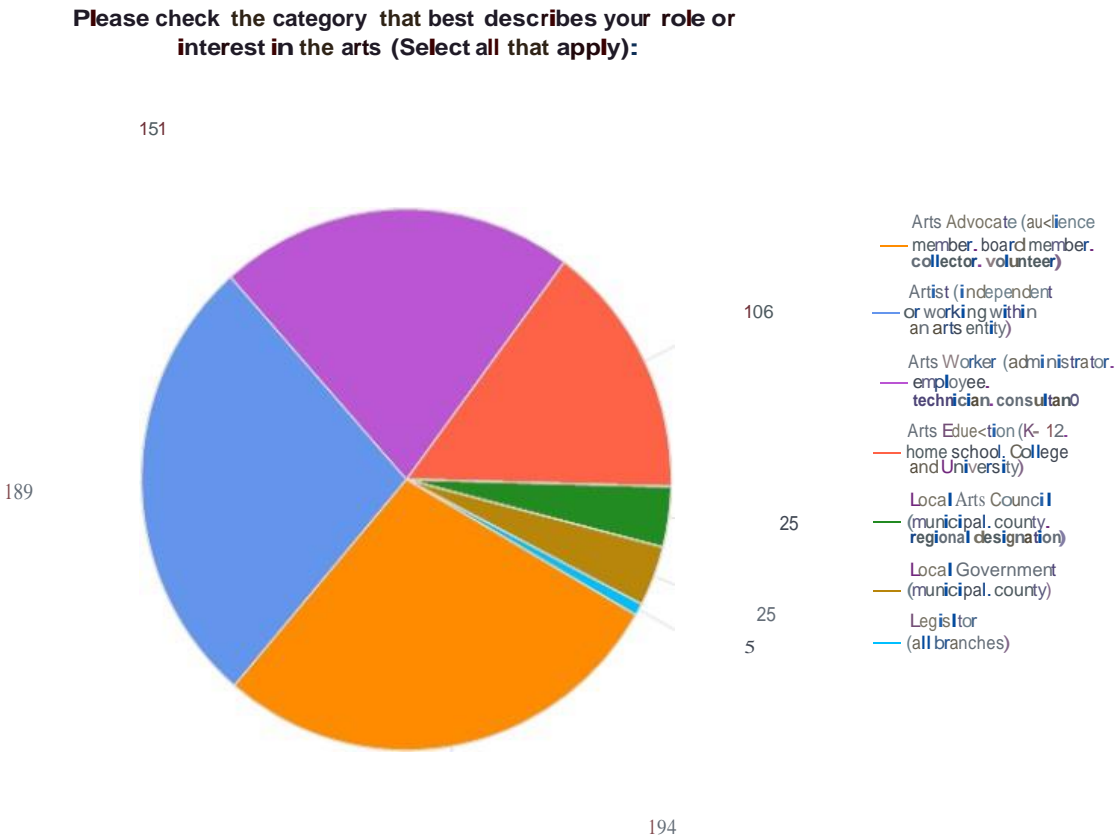
	Yes	No
Participate	<input type="radio"/>	<input type="radio"/>
Attend	<input type="radio"/>	<input type="radio"/>

Thank you for taking part in the Virginia Commission for the Arts Planning Survey.

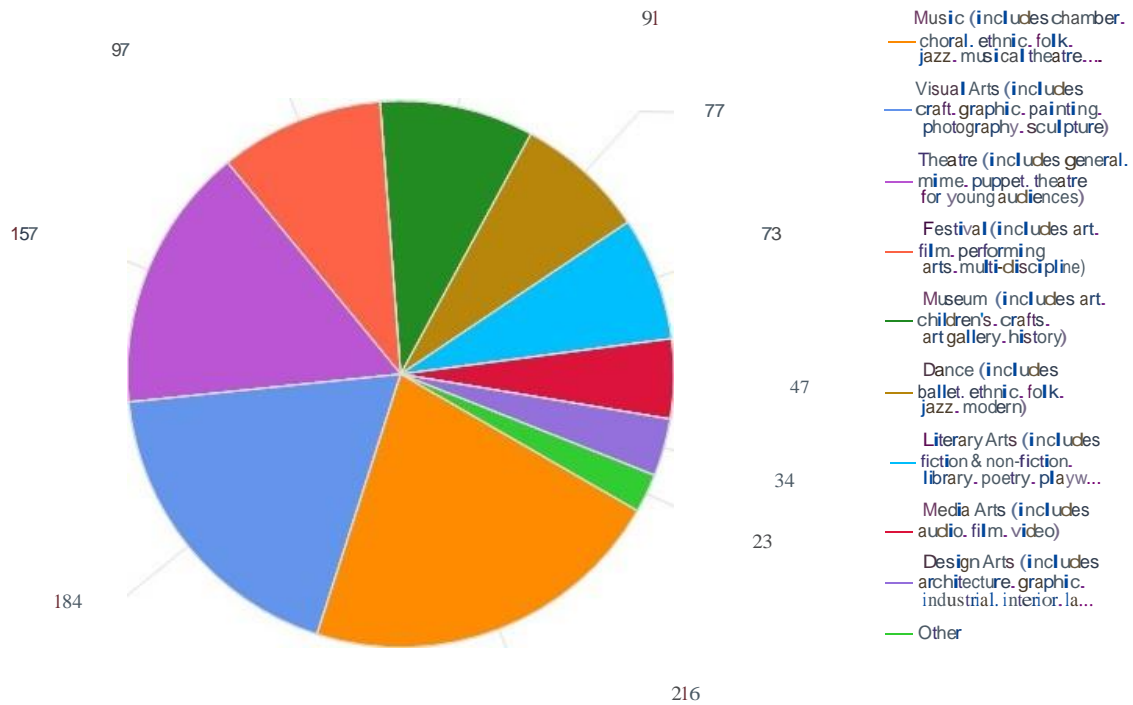


AppendixD

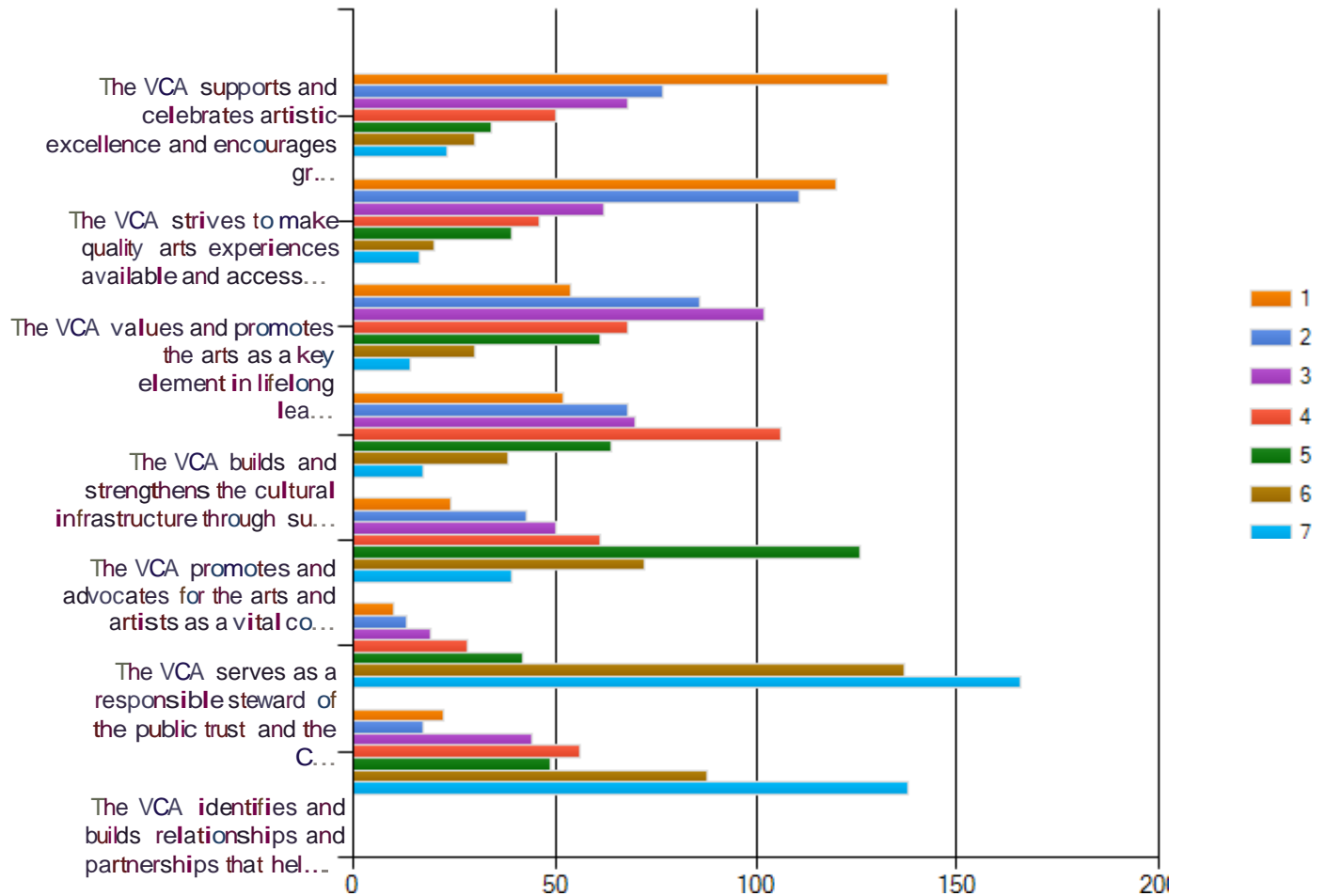
Survey Results



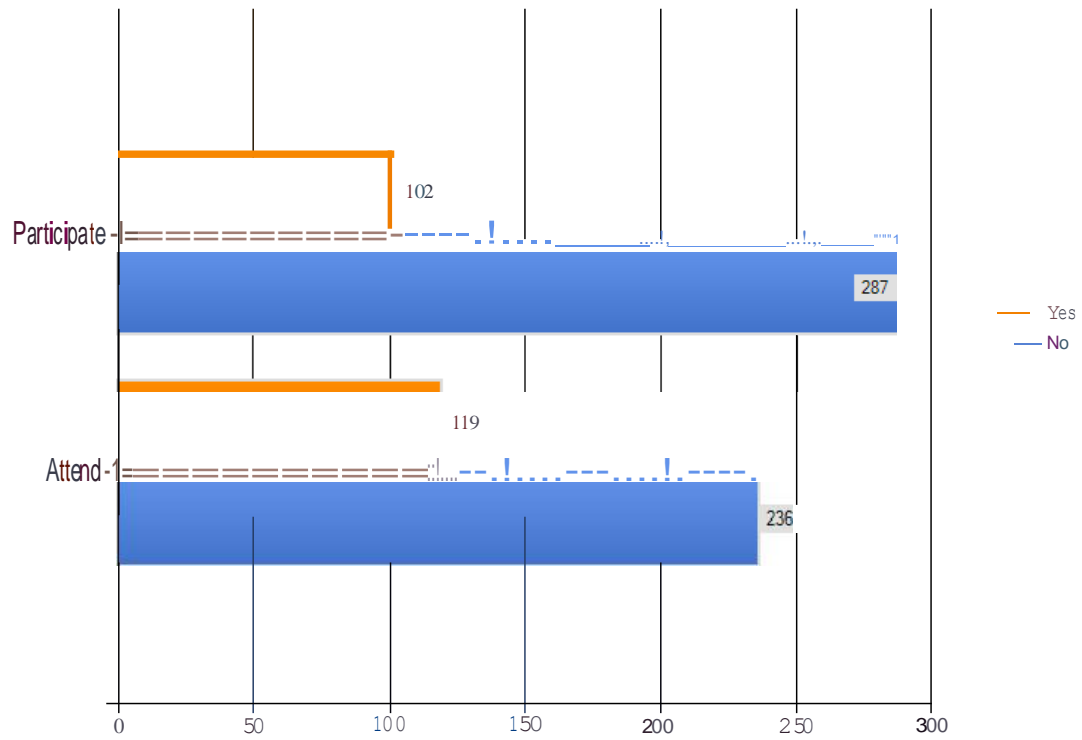
Please check the category(s) that best describes the discipline, practice or interests with which you are associated:



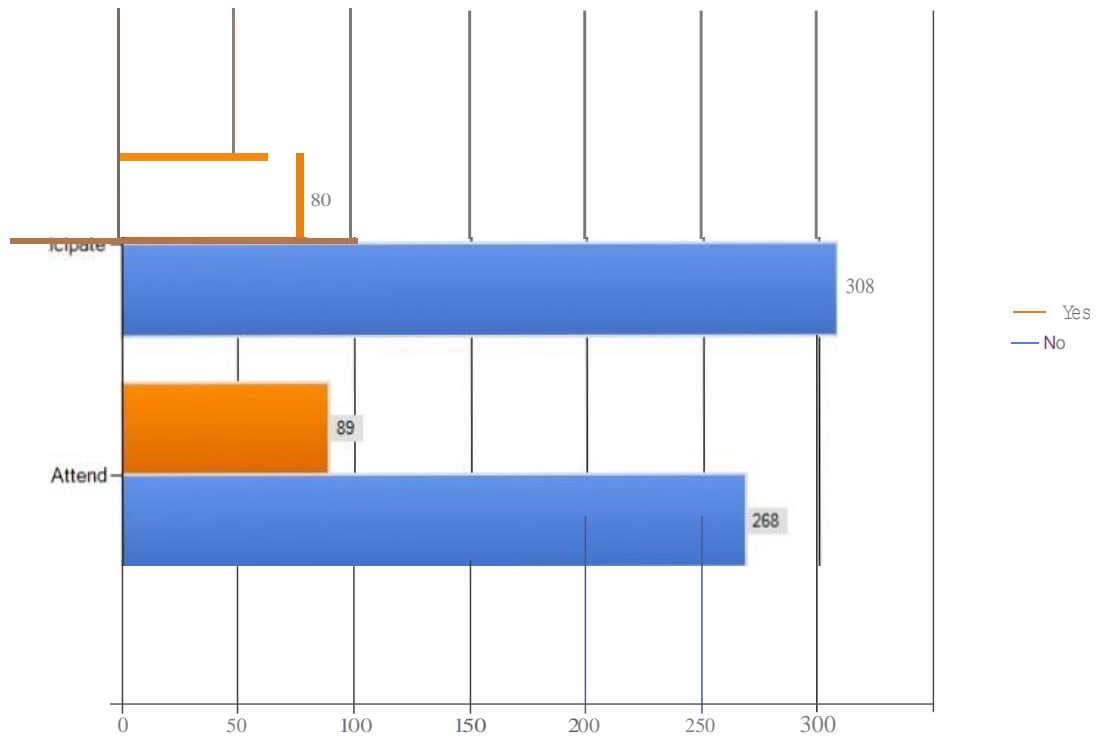
Please rank the VCA mandates and commitments in order of priority from 1 (highest) to 7 (lowest). NOTE: When you select a ranking, the survey will automatically reorder the mandates. Review your final rankings to confirm your priority choices.



Did you participate in or attend a 2010 MINDS WIDE OPEN: Women in the Arts event



Did you participate in or attend a 2012 MINDS WIDE OPEN: Children and the Arts event?



## RECORD OF CHANGES

[illegible]